

Chief Albert Luthuli Municipality

The transparent, innovative and developmental municipality
that improves the quality of life of its people



**Service Delivery and Budget Implementation Plan
(SDBIP)
2017/18**

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TABLE OF CONTENT

| | |
|--|-----------|
| A. GLOSSARY | 1 |
| 1. Purpose of the SDBIP | 1 |
| 2. Background | 1 |
| 3. Monitoring and Evaluation..... | 3 |
| 4. Strategic Focus of Local Government..... | 4 |
| 5. Financial Plan | 5 |
| 6. SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS..... | 16 |
| 6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY | 16 |
| 6.1.1.1a Water - Operational Budget Allocation..... | 17 |
| 6.1.1.1b Sanitation - Operational Budget Allocation | 17 |
| 6.1.2a Project Management Unit (PMU) - Operational Budget Allocation | 21 |
| 6.1.2a Project Management Unit (PMU) - Operational Budget Allocation | 22 |
| 6.1.3a Community Services (Administration) - Operational Budget Allocation..... | 23 |
| 6.1.3b Community Services (Library) - Operational Budget Allocation | 24 |
| 6.1.3c Community Services (Cemetery) - Operational Budget Allocation | 24 |
| 6.1.3d Community Services (Parks and Recreation) - Operational Budget Allocation | 24 |
| 6.1.3e Community Services (Refuse Removal) - Operational Budget Allocation | 25 |
| 6.1.3f Public Safety Services (Administration) - Operational Budget Allocation | 25 |
| 6.1.3g Public Safety Services (Disaster Management) - Operational Budget Allocation | 25 |
| 6.1.3h Public Safety Services (Fire Brigade) - Operational Budget Allocation | 26 |
| 6.1.3i Public Safety Services (Safety and Security) - Operational Budget Allocation..... | 26 |
| 6.1.3j Public Safety Services (Road Safety) - Operational Budget Allocation | 26 |
| 6.2 KEY PERFORMANCE AREA 2 : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT | 29 |
| 6.3 KEY PERFORMANCE AREA 3 : LOCAL ECONOMIC DEVELOPMENT | 32 |
| 6.3.1a Planning and Economic Development - Operational Budget Allocation..... | 33 |
| 6.3.1b Planning and Economic Development – Contribution to Capital Expenditure..... | 33 |
| 6.4 KEY PERFORMANCE AREA 4 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION | 34 |
| 6.4.3a Internal Audit Unit - Operational Budget Allocation | 36 |
| 6.4.3b Internal Audit Unit – Contribution to Capital Expenditure | 36 |
| 6.4.4a Risk Management Unit - Operational Budget Allocation | 37 |
| 6.4.4.b Risk Management Unit - Contribution to Capital Expenditure..... | 37 |
| 5. KEY PERFORMANCE AREA 5 : FINANCIAL VIABILITY AND MANAGEMENT | 38 |
| 6.5.1a Budget and Treasury Office - Operational Budget Allocation | 41 |
| 6.5.1b Income Section - Operational Budget Allocation..... | 41 |
| 6.5.1e Expenditure Section - Operational Budget Allocation | 41 |
| 6.5.1g Supply Chain Management - Operational Budget Allocation | 42 |

A. GLOSSARY

| | |
|------------|--|
| AFS | Annual Financial Statements |
| AG | Auditor-General |
| BBBEE | Broad Black Based Economic Enterprise |
| CALM | Chief Albert Luthuli Municipality |
| CFO | Chief Financial Officer |
| COGTA | Department of Co-operative Governance and Traditional Affairs |
| DoRA | Division of Revenue Act |
| GRAP | Generally Recognised Accounting Practices |
| ICT | Information and Communication Technology |
| IDP | Integrated Development Plan |
| IMSP | Integrated Municipal Support Plan |
| Kl | Kiloliter |
| km | Kilometer |
| KPA | Key Performance Area |
| KPI | Key Performance Indicator |
| kwh | Kilowatt hour |
| LED | Local Economic Development |
| LGSETA | Local Government Sectoral Education and Training Authority |
| LLF | Local Labour Forum |
| MEC | Member of the Executive Committee |
| MFMA | Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) |
| MIG | Municipal Infrastructure Grant |
| MSA | Local Government: Municipal Systems Act, 2000 (Act No ?? of 2000) |
| MTEF | Medium Term Expenditure Framework |
| MTREF | Medium Term Revenue and Expenditure Framework |
| NEMA | National Environmental Management Act, 1998 (Act No 107 of 1998) |
| NHNR | National Housing Needs Register |
| PED | Planning and Economic Development |
| PMS | Performance Management System |
| PMSF | Performance Management System Policy Framework |
| PMU | Project Management Unit |
| RMU | Ring Main Unit |
| S121 | Section 121 of the Local Government: Municipal Finance Management Act, 2003 |
| S38-41 | Section 38 to 41 of the Local Government: Municipal Systems Act, 2000 |
| S57/S54 | Section 57/Section 54 of the Local Government: Municipal Systems Act, 2000 |
| S72 | Section 72 of the Local Government: Municipal Finance Management Act, 2003 |
| SALGBC | South African Local Government Bargaining Council |
| SAQA | South African Qualifications Authority |
| SCM | Supply Chain Management |
| SDBIP | Service Delivery and Budget Implementation Plan |
| SLA | Service Level Agreement |
| SMME | Small, Medium and Macro Enterprises |
| SPLUM | Spatial Planning Land Use Management |
| SPLUMA | Spatial Planning Land Use Management Act, 2013 (Act No 16 of 2013) |
| Strat Plan | Strategic Planning |
| WSP | Workplace Skills Plan |

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN - 2017/18

1. Purpose of the SDBIP

The Service Delivery and Budget Implementation Plan (SDBIP) 2017/18 is a detailed plan for implementing the delivery of services and the budget for the 2017/18 financial year according to the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003). It is based on the Council approved revised IDP and MTREF. The SDBIP therefore serves as a contract between the Administration, Council and the community expressing the goals and objectives set by the Council as quantifiable outcomes that can be implemented by the Administration over the next twelve months. The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services. The Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) requires the following to be included in the SDBIP of a municipality:

- a) Monthly projections of revenue to be collected for each source
- b) Monthly projections of expenditure (operating and capital) and revenue for each vote
- c) Quarterly projections of service delivery targets and performance for each vote
- d) Ward information for expenditure and service delivery
- e) Detailed capital works plan allocated by ward over three years.

2. Background

The Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) prescribes that each municipality must compile a SDBIP. The mayor of the municipality is required to approve the SDBIP within 28 days after the approval of the budget and table the same at a municipal council meeting, and make the document public no later than 14 days after approval of the information.

The National Treasury MFMA Circular No 13 further states that the SDBIP is a layered plan - once the top layer targets have been set, as in this document, the various departments of the municipality develop the next lower level.

The organisation of the SDBIP is in terms of the following prescribed key performance areas (KPA's):

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation.

The Context of the SDBIP

Municipal strategic planning forms an integral part of the Municipality's annual IDP review and alignment, and budget preparation processes. In turn these processes, in essence, are part of the broader system of performance management within the municipality.

The following figure illustrates the link between and the sequence from the IDP, strategic planning, budget, SDBIP, PMS up to the annual report.



Performance Management System

Chief Albert Luthuli Local Municipal Council has approved a Performance Management System Framework (PMSF) during the 2016/17 financial year. The Performance Management System provides for quarterly and mid-year performance reporting and reviews on the implementation of the SDBIP.

A performance management system is a systematic approach that aligns performance at all levels of an organisation to achieve strategic objectives. It uses measurements to understand, predict and improve organisational performance. The three major components in a typical performance management system are an integrated set of key performance indicators (KPIs) linked to the strategic objectives of the organisation.

Targets are set for each KPA. Key performance indicators (KPIs) are meant to quantify objectives to make them measurable, which is an easy way to navigate service delivery, and to determine if Strategic Objectives were realised or achieved.

Reasons for implementing the Performance Management System (PMS) include the following:

- What gets measured, gets done
- People will do what they are measured and rewarded for

Institutional Framework

Performance management follows a process with the following activities:

(1) Planning

Planning entails the process of balanced scorecard design and target setting (SDBIP). The planning process is informed by the IDP. A performance plan should be finalised at the latest by 30 June so that when the new financial year starts, the performance plan can then be implemented.

Measuring

Performance measurement refers to the use of performance indicators to assess and present the performance level of the municipality. Measurement will entail the following:

- Collection of actual performance data
- Verification of the accuracy of the data
- Validation of the data with the supervisor
- Entering the data in the balanced scorecard reporting table

(2) Review

Identify strengths, weaknesses, opportunities and threats

- Review the Key Performance Indicators
- Allow community participation

As part of the review process, the scorecard (SDBIP) should be audited by the Performance Audit Committee.

The audit must include assessments of the functionality of the municipality's performance management system, whether the performance management system complies with the Act, and the extent to which the municipality's performance measurements are reliable in measuring performance of the municipality's indicators.

Monitoring, Reporting and Review

Monitoring entails a continuous assessment of how the municipality is performing against the set targets. Monitoring will enable the municipality to know in advance whether the targets will be achieved or not, and as a result, put in place corrective measures (if applicable) to ensure that the targets are met.

On the other hand, reporting refers to the process of communicating how well the municipality has performed. To this end, performance reports are prepared, submitted to the relevant structure or body and a discussion is held.

The balanced scorecard (SDBIP) will be reviewed once a quarter. Four performance reports should be produced in a year, one every quarter.

The Performance Audit Committee will review the performance reports at least twice a year. At the end of the financial year, an annual performance review will be undertaken to review performance over the entire year. The results of this review will form part of the Annual Report, as well as serve as the basis for determining the amount of bonus to be paid (where applicable).

3. Monitoring and Evaluation

Chief Albert Luthuli Local Municipal Council has approved a Performance Management System Framework (PMSF) in the 2016/17 financial year, which provides for a performance management system. The performance management system provides for quarterly and mid-year performance reporting and reviews on the implementation of the SDBIP.

4. Strategic Focus of Local Government

In January 2010, Cabinet adopted twelve outcomes within which to frame service delivery priorities and targets as per National Treasury MFMA Circulars No 54 and 55.

The key focus areas and service delivery targets for the 2017/18 financial year are outlined in the following sections of this plan.

(1) Improve the quality of basic education

- ♦ Participating in needs assessments
- ♦ Identifying appropriate land
- ♦ Facilitating zoning and planning processes
- ♦ Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

(2) Improve health and life expectancy

- ♦ This function was transferred to Province, the municipality only deals with awareness
- ♦ Strengthen effectiveness of health services by specifically enhancing treatment of TB and expanding HIV and AIDS prevention and treatment
- ♦ Continue to improve community health within the municipality
- ♦ Serve infrastructure by providing clean water, sanitation and waste removal services

(3) All people in South Africa protected and feel safe

- ♦ Facilitate the development of safer communities through better planning and enforcement of municipal by-laws
- ♦ Direct the traffic control function towards policing high risk violations rather than revenue collection
- ♦ Metro / municipal police services should contribute by:
 - Increasing police personnel;
 - Improving collaboration with SAPS;
 - Ensuring rapid response reported crimes.

(4) Decent employment through inclusive economic growth

- ♦ Create an enabling environment for investment by streamlining planning application processes
- ♦ Ensure proper maintenance and rehabilitation of essential services infrastructure
- ♦ Design service delivery processes to be labour intensive
- ♦ Improve procurement systems to eliminate corruption and ensure value for money
- ♦ Utilise community structures to provide services

(5) A skilled and capable workforce to support inclusive growth

- ♦ Develop and extend intern and work experience programs in municipalities
- ♦ Link municipal procurement to skills development initiatives

(6) An efficient, competitive and responsive economic infrastructure network

- ♦ Ring-fence water, electricity and sanitation functions so as to facilitate cost reflecting pricing of these services
- ♦ Ensure urban spatial plans provide for communal rail corridors, as well as other modes of public transport
- ♦ Maintain and expand water purification works and wastewater treatment works in line with growing demand.

(7) Vibrant, equitable, and sustainable rural communities and food security

- ♦ Facilitate the development of local markets for agricultural produce
- ♦ Improve transport links with urban centres so as to ensure better economic integration
- ♦ Promote home production to enhance food security
- ♦ Ensure effective spending of grants for funding extension of access to basic services

- (8) Sustainable human settlements and improved quality of household life**
 - ♦ Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements
 - ♦ Participate in the identification of suitable land for social housing
 - ♦ Ensure capital budgets are appropriately prioritised to maintain existing services and extend services
- (9) A responsive and accountable, effective and efficient local government system**
 - ♦ Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality
 - ♦ Implement the community work program
 - ♦ Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues
 - ♦ Improve municipal financial and administrative capacity by implementing competency norms and standards, and acting against incompetence and corruption
- (10) Protection and enhancement of environmental assets and natural resources**
 - ♦ Develop and implement water management plans to reduce water losses
 - ♦ Ensure effectiveness, maintenance and rehabilitation of infrastructure
 - ♦ Ensure proper management of municipal commonage and urban open spaces
 - ♦ Ensure development does not take place on wetlands
- (11) A better South Africa, a better and safer Africa and world – better local municipality**
 - ♦ The role of local government is fairly limited in this area, thus we concentrate on:
 - Ensuring basic infrastructure is in place and properly maintained
 - Creating an enabling environment for investment
- (12) A development orientated public service and inclusive citizenship**
 - ♦ Continue to develop performance monitoring and management systems
 - ♦ Comply with legal financial reporting requirements
 - ♦ Review municipal expenditures to eliminate wastage
 - ♦ Ensure council behaves in ways to restore community trust in local government

5. Financial Plan

Introduction

The financial plan of Chief Albert Luthuli Local Municipality is presented in this section. The financial plan comprises:

- (a) Financial projections for each month of revenue to be collected by source; and operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter.

5.1.2 Expenditure - Functional

| Description R'000 | Ref | Budget Year 2017/18 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|-----|---------------------|---------|-----------|---------|----------|----------|---------|----------|---------|---------|---------|---------|---|------------------------|------------------------|
| | | July | August | September | October | November | December | January | February | March | April | May | June | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| | | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome |
| Expenditure - Functional | | | | | | | | | | | | | | | | |
| Governance and administration | | | | | | | | | | | | | | | | |
| Executive and council | | 13 711 | 13 374 | 13 374 | 13 374 | 13 374 | 13 374 | 13 374 | 13 374 | 13 374 | 13 374 | 13 374 | 17 080 | 164 530 | 174 401 | 184 865 |
| Finance and administration | | 3 244 | 3 308 | 3 308 | 3 308 | 3 308 | 3 308 | 3 308 | 3 308 | 3 308 | 3 308 | 3 308 | 2 716 | 39 055 | 41 399 | 43 883 |
| Internal audit | | 10 271 | 9 871 | 9 871 | 9 871 | 9 871 | 9 871 | 9 871 | 9 871 | 9 871 | 9 871 | 9 871 | 14 280 | 123 257 | 130 652 | 138 492 |
| | | 185 | 195 | 195 | 195 | 195 | 195 | 195 | 195 | 195 | 195 | 195 | 84 | 2 217 | 2 350 | 2 491 |
| Community and public safety | | | | | | | | | | | | | | | | |
| Community and social services | | 4 685 | 4 618 | 4 618 | 4 618 | 4 618 | 4 618 | 4 618 | 4 618 | 4 618 | 4 618 | 4 618 | 5 353 | 56 223 | 59 597 | 63 173 |
| Sport and recreation | | 1 168 | 722 | 722 | 722 | 722 | 722 | 722 | 722 | 722 | 722 | 722 | 5 628 | 14 016 | 14 857 | 15 748 |
| Public safety | | 426 | 426 | 426 | 426 | 426 | 426 | 426 | 426 | 426 | 426 | 426 | | 5 115 | 5 422 | 5 747 |
| Housing | | 3 091 | 3 470 | 3 470 | 3 470 | 3 470 | 3 470 | 3 470 | 3 470 | 3 470 | 3 470 | 3 470 | (701) | 37 093 | 39 318 | 41 677 |
| Health | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | | | | | | | | | | | | | | | |
| Planning and development | | 2 136 | 2 303 | 2 303 | 2 303 | 2 303 | 2 303 | 2 303 | 2 303 | 2 303 | 2 303 | 2 303 | 469 | 25 632 | 27 170 | 28 800 |
| Road transport | | 1 228 | 1 253 | 1 253 | 1 253 | 1 253 | 1 253 | 1 253 | 1 253 | 1 253 | 1 253 | 1 253 | 978 | 14 733 | 15 617 | 16 554 |
| Environmental protection | | 908 | 1 050 | 1 050 | 1 050 | 1 050 | 1 050 | 1 050 | 1 050 | 1 050 | 1 050 | 1 050 | (508) | 10 899 | 11 553 | 12 246 |
| | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Trading services | | | | | | | | | | | | | | | | |
| Energy sources | | 12 574 | 12 269 | 12 269 | 12 269 | 12 269 | 12 269 | 12 269 | 12 269 | 12 269 | 12 269 | 12 269 | 15 619 | 150 886 | 159 939 | 169 535 |
| Water management | | 7 135 | 6 905 | 6 905 | 6 905 | 6 905 | 6 905 | 6 905 | 6 905 | 6 905 | 6 905 | 6 905 | 9 436 | 85 623 | 90 760 | 96 206 |
| Waste water management | | 4 144 | 4 126 | 4 126 | 4 126 | 4 126 | 4 126 | 4 126 | 4 126 | 4 126 | 4 126 | 4 126 | 3 960 | 49 725 | 52 709 | 55 871 |
| Waste management | | 469 | 474 | 474 | 474 | 474 | 474 | 474 | 474 | 474 | 474 | 474 | 412 | 5 624 | 5 961 | 6 319 |
| Other | | 826 | 728 | 728 | 728 | 728 | 728 | 728 | 728 | 728 | 728 | 728 | 1 812 | 9 914 | 10 509 | 11 239 |
| | | 732 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 5 342 | 8 778 | 10 412 | 13 326 |
| Total Expenditure - Functional | | 33 837 | 32 835 | 32 835 | 32 835 | 32 835 | 32 835 | 32 835 | 32 835 | 32 835 | 32 835 | 32 835 | 43 864 | 406 048 | 431 518 | 459 699 |
| Surplus/ (Deficit) before associate | | 1 582 | 1 588 | 1 588 | 1 588 | 1 588 | 1 588 | 1 588 | 1 588 | 1 588 | 1 588 | 1 588 | 1 521 | 18 987 | 24 456 | 26 151 |

References 1. Surplus (Deficit) must reconcile with budget Table A3 and monthly budget statement Table C3

Source : MP301 Albert Luthuli – Table SA27 2017/18 Budget

5.1.3 Revenue by Source

| Description Revenue By Source R'000 | Ref | Budget Year 2017/18 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|---|-----|---------------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--|------------------------------|------------------------------|---------|
| | | July | August | September | October | November | December | January | February | March | April | May | June | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 | |
| | | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome |
| Revenue by Source | | | | | | | | | | | | | | | | | |
| Property rates | | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 7 061 | 84 731 | 89 815 | 95 204 | |
| Service charges - electricity revenue | | 2 368 | 2 428 | 2 121 | 2 000 | 2 567 | 2 500 | 2 131 | 2 067 | 2 360 | 2 400 | 2 599 | 2 867 | 28 408 | 30 112 | 31 919 | |
| Service charges - water revenue | | 617 | 594 | 615 | 690 | 622 | 579 | 667 | 687 | 600 | 731 | 706 | 300 | 7 408 | 7 853 | 8 324 | |
| Service charges - sanitation revenue | | 684 | 699 | 694 | 590 | 654 | 789 | 674 | 676 | 701 | 720 | 650 | 683 | 8 214 | 8 706 | 9 229 | |
| Service charges – refuse revenue | | 657 | 690 | 657 | 601 | 657 | 757 | 659 | 659 | 690 | 700 | 696 | 460 | 7 883 | 8 356 | 8 857 | |
| Service charges - other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Rental of facilities and equipment | | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 1 977 | 2 096 | 2 221 | |
| Interest earned - external investments | | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 2 636 | 2 794 | 2 961 | |
| Interest earned - outstanding debtors | | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 1 275 | 15 299 | 16 217 | 17 190 | |
| Dividends received | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Fines, penalties and forfeits | | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 3 080 | 3 265 | 3 461 | |
| Licences and permits | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Agency services | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Transfers and subsidies | | 117 994 | - | - | - | 93 740 | - | - | - | 50 475 | - | - | - | 262 209 | 284 379 | 302 898 | |
| Other revenue | | 265 | 241 | 443 | 910 | -109 | -459 | 885 | 451 | 296 | 35 | 40 | 181 | 3 177 | 3 382 | 3 585 | |
| Gains on disposal of PPE | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Revenue (excl capital transfers and contributions) | | 131,563 | 13,569 | 13,569 | 13,569 | 107,309 | 13,569 | 13,569 | 13,569 | 64,044 | 13,569 | 13,569 | 13,569 | 425 035 | 456 975 | 485 850 | |

Source : MP301 Albert Luthuli – Table SA25 2017/18 Budget

5.1.4 Expenditure by Type

| Description Expenditure by Type R'000 | Ref | Budget Year 2017/18 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|--|----------|---------------------|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|--|------------------------------|------------------------------|---------|
| | | July | August | September | October | November | December | January | February | March | April | May | June | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 | |
| | | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome |
| Expenditure by Type | | | | | | | | | | | | | | | | | |
| Employee related costs | | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 12 112 | 145 345 | 155 519 | 166 405 | |
| Remuneration of councillors | | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 1 438 | 17 257 | 18 465 | 19 757 | |
| Debt impairment | | 4142 | 2 367 | 2 367 | 2 367 | 2 367 | 2 367 | 2 367 | 2 367 | 2 367 | 2 367 | 2 367 | 21 895 | 49 707 | 52 689 | 55 850 | |
| Depreciation and asset impairment | | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 3 262 | 39 146 | 41 495 | 43 984 | |
| Finance charges | | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 91 | 1 087 | 1 152 | 1 221 | |
| Bulk purchases | | 5 131 | 5 132 | 5 132 | 5 132 | 5 132 | 5 132 | 5 132 | 5 132 | 5 132 | 5 132 | 5 132 | 5 116 | 61 570 | 66 264 | 69 180 | |
| Other materials | | 977 | 977 | 977 | 977 | 977 | 977 | 977 | 977 | 977 | 977 | 977 | 977 | 11 725 | 12 429 | 13 175 | |
| Contracted services | | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 2 260 | 27 122 | 28 749 | 30 474 | |
| Transfers and subsidies | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Other expenditure | | 4 424 | 4 615 | 4 615 | 4 615 | 4 615 | 4 615 | 4 615 | 4 615 | 4 615 | 4 615 | 4 615 | 2 513 | 53 090 | 55 756 | 59 651 | |
| Loss on disposal of PPE | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Expenditure | | 33 837 | 32 255 | 32 255 | 32 255 | 32 255 | 32 255 | 32 255 | 32 255 | 32 255 | 32 255 | 32 255 | 49 664 | 406 048 | 431 518 | 459 699 | |
| Surplus/(Deficit) | | 97 725 | (18 686) | (18 686) | (18 686) | 75 054 | (18 686) | (18 686) | (18 686) | 31 789 | (18 686) | (18 686) | (36 095) | 18 987 | 25 456 | 26 151 | |
| Transfers and subsidies – capital (monetary allocations - National/Provincial and District) | | | | | | | | | | | | | | | | | |
| Transfers and subsidies - capital (monetary allocations - National/Provincial/Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | | | | | | | | | | | | | | | | | |
| Transfers and subsidies - capital (in-kind - all) | | | | | | | | | | | | | | | | | |
| Surplus/(Deficit) after capital transfers and contributions | | 97 725 | (18 686) | (18 686) | (18 686) | 75 054 | (18 686) | (18 686) | (18 686) | 31 789 | (18 686) | (18 686) | (36 095) | 18 987 | 25 456 | 26 151 | |
| Taxation | | | | | | | | | | | | | | | | | |
| Attributable to minorities | | | | | | | | | | | | | | | | | |
| Share of surplus/(deficit) of associate | | | | | | | | | | | | | | | | | |
| Surplus/(Deficit) | 1 | 97 725 | (18 686) | (18 686) | (18 686) | 75 054 | (18 686) | (18 686) | (18 686) | 31 789 | (18 686) | (18 686) | (36 095) | 18 987 | 25 456 | 26 151 | |

1. Surplus (Deficit) must reconcile with budgeted financial performance

Source : MP301 Albert Luthuli – Table SA25 2017/18 Budget

5.1.5 Revenue By Vote

| Description Revenue by Vote R'000 | Ref | Budget Year 2017/18 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|---|-----|---------------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--|------------------------------|------------------------------|---------|
| | | July | August | September | October | November | December | January | February | March | April | May | June | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 | |
| | | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome |
| Revenue by Vote | | | | | | | | | | | | | | | | | |
| Vote 1 – Executive Mayor | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Vote 2 - Budget and Treasury | | 126 815 | 8 821 | 8 821 | 8 821 | 8 821 | 8 821 | 8 821 | 8 821 | 8 821 | 8 821 | 8 821 | 2 450 | 361 693 | 391 430 | 415 372 | |
| Vote 3 - Corporate Services | | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 165 | 1 977 | 2 096 | 2 221 | |
| Vote 4 - Community / Public Safety Services | | 657 | 657 | 657 | 657 | 657 | 657 | 657 | 657 | 657 | 657 | 657 | 755 | 7 981 | 8 460 | 8 967 | |
| Vote 5 - Public Safety / Public Safety | | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 287 | 3 110 | 3 265 | 3 461 | |
| Vote 6 - Technical Services | | 3 669 | 3 669 | 3 669 | 3 669 | 3 669 | 3 669 | 3 669 | 3 669 | 3 669 | 3 669 | 3 669 | 9 577 | 49 938 | 51 369 | 54 451 | |
| Vote 7 - Planning & Economic Development | | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 336 | 356 | 377 | |
| Vote 8 - Executive Mayor & Council General | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue by Vote | | 131 591 | 13 597 | 13 597 | 13 597 | 107 337 | 13 597 | 13 597 | 13 597 | 64 072 | 13 597 | 13 597 | 13 261 | 425,035 | 456,976 | 484,849 | |

Source : MP301 Albert Luthuli – Table SA26 2017/18 Budget

5.1.6 Capital Expenditure – Standard

| Description Capital Expenditure - Functional R'000 | Ref | Budget Year 2017/18 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|--|-----|---------------------|---------|-----------|---------|----------|----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|------------------------------|------------------------------|---|
| | | July | August | September | October | November | December | January | February | March | April | May | June | Budget Year 2016/17 | Budget Year +1 2017/18 | Budget Year +2 2018/19 | |
| | | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | |
| Capital Expenditure - Functional | | | | | | | | | | | | | | | | | |
| Governance and administration | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Executive and council | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Finance and administration | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Internal audit | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Community and public safety | | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 1 182 | 8 182 | 21 185 | 37 000 | 39 306 | |
| Community and social services | | - | - | - | - | - | - | - | - | - | - | - | 7 000 | 7 000 | 37 000 | 39 306 | |
| Sport and recreation | | 349 | 349 | 349 | 349 | 349 | 349 | 349 | 349 | 349 | 349 | 349 | 349 | 4 185 | - | - | - |
| Public safety | | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 10 000 | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | 3 583 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 14 417 | 43 000 | 20 000 | 15 000 | |
| Planning and development | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Road transport | | 3 583 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 2 500 | 14 417 | 43 000 | 20 000 | 15 000 | |
| Trading services | | 5 750 | 6 833 | 6 833 | 6 833 | 6 833 | 6 833 | 6 833 | 6 833 | 6 833 | 6 833 | 6 833 | (5 083) | 69 000 | 62 109 | 100 000 | |
| Energy sources | | 583 | 583 | 583 | 583 | 583 | 583 | 583 | 583 | 583 | 583 | 583 | 583 | 7 000 | 10 000 | 20 000 | |
| Water management | | 3 917 | 4 167 | 4 167 | 4 167 | 4 167 | 4 167 | 4 167 | 4 167 | 4 167 | 4 167 | 4 167 | 1 517 | 47 000 | 40 000 | 55 000 | |
| Waste water management | | 1 250 | 2 083 | 2 083 | 2 083 | 2 083 | 2 083 | 2 083 | 2 083 | 2 083 | 2 083 | 2 083 | (7 083) | 15 000 | 12 109 | 25 000 | |
| Waste management | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure - Functional | | 10 515 | 10 515 | 10 515 | 10 515 | 10 515 | 10 515 | 10 515 | 10 515 | 10 515 | 10 515 | 10 515 | 17 515 | 133 185 | 119 109 | 154 306 | |

Source : MP301 Albert Luthuli – Table SA29 2017/18 Budget

5.1.7 Capital Programs and Projects

| Municipal Priority or IDP Program | Strategic Objective | Project Name | Project Description | Project Segment | Costing Segment | Function Segment | Region Segment (Ward No) | Municipal Standard Classification | Budget Forecast | | |
|--------------------------------------|--|---|---|---|--------------------|--|--------------------------------|--------------------------------------|-----------------|-------------|-----------|
| | | | | | | | | | 2017/2018 | 2018/2019 | 2019/2020 |
| WATER | KPA : BASIC SERVICE DELIVERY | | | | | | | | | | |
| 2017/18_CALLM_TEC_0001_MIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Replacement of AC Pipelines on the Eerstehoek Water Scheme | Replacement of AC Pipelines on the Eerstehoek Water Scheme: Sabatha Section | Capital>Infrastructure>Existing> Upgrade and Additions> Water>Internal Water Reticulation | Default | Function> Water Management> Core Function> Water Distribution | 10, 13, 14, 16, 18, 20, 24, 25 | Technical Services | R5,000,000 | | |
| 2017/18_CALLM_TEC_0002_MIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Upgrading of Emanzana water scheme. | Upgrading of Emanzana Water Scheme | Capital>Infrastructure>Existing> Upgrade and Additions> Water>Internal Water Reticulation | Default | Function> Water Management> Core Function> Water Distribution | 17, 23 | Technical Services | R0 | | |
| 2017/18_CALLM_TEC_0003_MIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Upgrading of Empuluzi Water Scheme. | Upgrading of Empuluzi Water Scheme | Capital>Infrastructure>Existing> Upgrade and Additions> Water>Internal Water Reticulation | Default | Function> Water Management> Core Function> Water Distribution | 4, 5, 7, 9, 11 | Technical Services | R10,000,000 | | |
| 2017/18_CALLM_TEC_0004_MIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Replacement of AC Pipes in Carolina | Replacement of AC Pipes in Carolina | Capital>Infrastructure>Existing> Upgrade and Additions>Water> Internal Water Reticulation | Default | Function> Water Management> Core Function> Water Distribution | 15, 21, 22 | Technical Services | R5,000,000 | R10,000,000 | |
| 2017/18_CALLM_TEC_0005_MIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Replacement of AC Pipes at Ekulindeni Water Scheme | Replacement of AC Pipes at Ekulindeni Water Scheme | Capital>Infrastructure>Existing> Upgrade and Additions>Water> Internal Water Reticulation | Default | Function> Water Management> Core Function> Water Distribution | 12 | Technical Services | R7,000,000 | R10,000,000 | |
| 2017/18_CALLM_TEC_0006_MIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Replacement of AC Pipes at Empuluzi Water Scheme | Replacement of AC Pipes at Empuluzi Water Scheme | Capital>Infrastructure>Existing> Upgrade and Additions> Water>Internal Water Reticulation | Default | Function> Water Management> Core Function> Water Distribution | 4, 5, 7, 9, 11 | Technical Services | R10,000,000 | R10,000,000 | |
| 2017/18_CALLM_TEC_0007_WSIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Refurbishment of Empuluzi Scheme | Refurbishment of Empuluzi Water Scheme | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Water>Treatment | Default | Function> Water Management> Core Function> Water Treatment | 4, 5, 7, 9, 11 | Technical Services | | R25,000,000 | |
| 2017/18_CALLM_TEC_0008_WSIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Refurbishment of Lusushwane Water Scheme | Rehabilitation of Water Reticulation of Lusushwane Water Scheme | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Water>Treatment | Default | Function> Water Management> Core Function> Water Treatment | 6 | Technical Services | R11,300,000 | | |
| 2017/18_CALLM_TEC_0009_WSIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Refurbishment of Methula Water Scheme | Refurbishment of Methula Water Scheme | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Water>Treatment | Default | Function> Water Management> Core Function> Water Treatment | 1, 2, 3 | Technical Services | R20,000,000 | | |
| 2017/18_CALLM_TEC_0010_WSIG | To provide sustainable services infrastructure | MP301_TEC_WAT_ Upgrading of Eerstehoek Water Scheme. | Refurbishment of Eerstehoek Water Scheme. | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Water>Treatment | Default | Function> Water Management> Core Function> Water Treatment | 10, 13, 14, 16, 18, 20, 24, 25 | Technical Services | R23,700,000 | | |
| SANITATION | | | | | | | | | | | |
| 2017/18_CALLM_TEC_0011_MIG | To provide sustainable services infrastructure | MP301_TEC_SAN_ Upgrading of Empuluzi Waste Water Treatment Works (WWTW) | Upgrading of Empuluzi Waste Water Treatment Works (WWTW) | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Waste Water Management>Ponds | Default | Function> Waste Water Management> Core Function> Waste Water Treatment | 4, 5, 7, 9, 11 | Technical Services | R5,000,000 | R5,000,000 | |

| Municipal Priority or IDP Program IDP Number | Strategic Objective | Project Name | Project Description | Project Segment | Costing Segment | Function Segment | Region Segment (Ward No) | Municipal Standard Classification | Budget Forecast | | |
|--|--|---|--|--|-----------------|--|--------------------------------|-----------------------------------|-----------------|------------|-------------|
| | | | | | | | | | 2017/2018 | 2018/2019 | 2019/2020 |
| 2017/18_CALLIM_TEC_0012_MIG | To provide sustainable services infrastructure | MP301_TEC_SAN_ Upgrading of Carolina Waste Water Treatment Works (WWTW) | Upgrading of Carolina Waste Water Treatment Works (WWTW) | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Waste Water Management> Treatment | Default | Function> Waste Water Management> Core Function> Waste Water Treatment | 15, 21, 22 | Technical Services | | | |
| 2017/18_CALLIM_TEC_0013_MIG | To provide sustainable services infrastructure | MP301_TEC_SAN_ Upgrading of Ekulindeni Waste Water Treatment Works (WWTW) | Upgrading of Ekulindeni Waste Water Treatment Works (WWTW) | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Waste Water Management> Ponds | Default | Function> Waste Water Management> Core Function> Waste Water Treatment | 12 | Technical Services | R5,000,000 | | |
| 2017/18_CALLIM_TEC_0014_MIG | To provide sustainable services infrastructure | MP301_TEC_SAN_ Upgrading of Ekulindeni Waste Water Treatment Works (WWTW) | Upgrading of Ekulindeni Waste Water Treatment Works (WWTW) | Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Waste Water Management> Ponds | Default | Function> Waste Water Management> Core Function> Waste Water Treatment | 10, 13, 14, 16, 18, 20, 24, 25 | Technical Services | R5,000,000 | | R10,000,000 |
| 2017/18_CALLIM_TEC_0015_MIG | To provide sustainable services infrastructure | MP301_TEC_SAN_ Installation of Smartisan or Environsan Toilets | Installation of Smartisan or Environsan Toilets | Capital>Infrastructure>New> Waste Water Management> Internal Sanitation Reticulation | Default | Function> Waste Water Management> Core Function> Public Toilets | 3, 5, 8, 11, 12 | Technical Services | R10,000,000 | R2,109,050 | R10,000,000 |
| ROADS | | | | | | | | | | | |
| 2017/18_CALLIM_TEC_0016_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Diepdale Ring Road | Construction of Diepdale Ring Road | Capital>Infrastructure>Existing> Upgrade and Additions> Storm Water | Default | Function>Road Transport> Core Function> Roads | 1 | Technical Services | R8,000,000 | | |
| 2017/18_CALLIM_TEC_0017_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Ekulindeni Ring Road | Construction of Ekulindeni Ring Road | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 12 | Technical Services | | R5,000,000 | |
| 2017/18_CALLIM_TEC_0018_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Mayflower Ring Road | Construction of Mayflower Ring Road | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 4, 9 | Technical Services | R8,000,000 | | |
| 2017/18_CALLIM_TEC_0019_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Mahoxo Ring Road | Construction of Mahoxo Ring Road | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 2 | Technical Services | R10,000,000 | R5,000,000 | R5,000,000 |
| 2017/18_CALLIM_TEC_0020_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Mooiplaas Ring Road | Construction of Mooiplaas Ring Road | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 19 | Technical Services | | R5,000,000 | R5,000,000 |
| 2017/18_CALLIM_TEC_0021_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Paving Road - Tjakastad | Construction of Paving Road - Tjakastad | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 13, 18 | Technical Services | R7,000,000 | R5,000,000 | R5,000,000 |
| 2017/18_CALLIM_TEC_0022_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Paving Road in Carolina Town | Construction of Paving Road in Carolina Town | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 15 | Technical Services | R5,000,000 | | |
| 2017/18_CALLIM_TEC_0023_MIG | To provide sustainable services infrastructure | MP301_TEC_RDS_ Construction of Paving Road in Carolina Town | Construction of Paving Road in Carolina Town | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 15 | Technical Services | R5,000,000 | | |

| Municipal Priority or IDP Program | IDP Number | Strategic Objective | Project Name | Project Description | Project Segment | Costing Segment | Function Segment | Region Segment (Ward No) | Municipal Standard Classification | Budget Forecast | | |
|--------------------------------------|--|---|---|---|--------------------|---|--------------------------------------|--------------------------------|--------------------------------------|-----------------|------------|-------------|
| | | | | | | | | | | 2017/2018 | 2018/2019 | 2019/2020 |
| 2017/18_CALLM_ TEC_0024_MIG | MP301_TEC_RDS_ Construction of Paving Road in Carolinn Town | To provide sustainable services infrastructure | Construction of Paving Road in Nhlabazhe 2 | Capital>Infrastructure>Existing> Upgrade and Additions>Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 15 | Technical Services | | R5,000,000 | | |
| | | | | | | | | | | | | |
| 2017/18_CALLM_ TEC_0025_MIG | MP301_TEC_RDS_ Construction of Paving Road in Carolinn Town | To provide sustainable services infrastructure | Construction of Paving Road in Nhlabazhe 4 | Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water | Default | Function>Road Transport> Core Function> Roads | 15 | Technical Services | | R5,000,000 | | |
| ELECTRICITY | | | | | | | | | | | | |
| 2017/18_CALLM_ TEC_0026_MIG | MP301_TEC_ELE_ Construction of High mast lights | To provide sustainable services infrastructure | Construction of high mast lights | Capital>Infrastructure>New> Electricity>Street Lighting and Signal Systems | Default | Function>Electricity> Core Function> Street Lighting and Signal Systems | All Wards | Technical Services | | | | R5,000,000 |
| 2017/18_CALLM_ TEC_0027_INEP | MP301_TEC_RDS_ Upgrading of Sibobela Substation | To provide sustainable services infrastructure | Upgrading of Sibobela Substation | Capital>Infrastructure>Existing> Upgrade and Additions> Electricity>Buildings, Fixtures and Improvements | Default | Function>Electricity> Core Function> Electricity | 15, 21, 22 | Technical Services | | R7,000,000 | R5,000,000 | |
| 2017/18_CALLM_ TEC_0028_INEP | MP301_TEC_RDS_ Upgrading of Emanzana Substation | To provide sustainable services infrastructure | Upgrading of Emanzana Substation | Capital>Infrastructure>Existing> Upgrade and Additions> Electricity>Buildings, Fixtures and Improvements | Default | Function>Electricity> Core Function> Electricity | 17, 23 | Technical Services | | | R5,000,000 | R10,000,000 |
| 2017/18_CALLM_ TEC_0029_INEP | MP301_TEC_RDS_ Construction of Pieter de Bruin Park: Switching Station | To provide sustainable services infrastructure | Construction of Pieter de Bruin Park: Switching Station | Capital>Infrastructure>Existing> Upgrade and Additions> Electricity>Buildings, Fixtures and Improvements | Default | Function>Electricity> Core Function> Electricity | 21 | Technical Services | | | | R10,000,000 |
| COMMUNITY ASSETS | | | | | | | | | | | | |
| 2017/18_CALLM_ TEC_0030_MIG | MP301_TEC_COM_ Construction of Pieter de Bruin Park: Switching Station | To provide sustainable services infrastructure | Construction of Sibobela Sport Fields | Capital>Infrastructure>Existing> Upgrade and Additions | Default | Function>Public Safety> Core Function> Fire Fighting and Protection | 15, 22 | Technical Services | | R4,185,200 | | |
| 2017/18_CALLM_ TEC_0031_MIG | MP301_TEC_COM_ Construction of Elukwatini Fire Station | To provide sustainable services infrastructure | Construction of Elukwatini Fire Station | Capital>Infrastructure>New | Default | Function>Public Safety> Core Function> Fire Fighting and Protection | 10, 13, 14, 16, 18, 20, 24, 25 | Technical Services | | R5,000,000 | R6,000,000 | |
| 2017/18_CALLM_ TEC_0032_MIG | MP301_TEC_COM_ Construction of Elukwatini Management Centre | To provide sustainable services infrastructure | Construction of Elukwatini Management Centre | Capital>Infrastructure>New | Default | Function>Community and Social Services> Non-Core Function> Disaster Management | 10, 13, 14, 16, 18, 20, 24, 25 | Technical Services | | R5,000,000 | R6,000,000 | |
| 2017/18_CALLM_ TEC_0033_MIG | MP301_TEC_COM_ Construction of Dundonald Taxi rank | To provide sustainable services infrastructure | Construction of Dundonald Taxi rank | Capital>Infrastructure>New> Transportation | Default | Function>Community and Social Services> Non-Core Function> Community Halls and Facilities | 4, 5, 7, 9, 11 | Technical Services | | | | R5,000,000 |
| 2017/18_CALLM_ TEC_0034_MIG | MP301_TEC_COM_ Construction of Emanzana Transfer Station | To provide sustainable services infrastructure | Construction of Emanzana Transfer Station | Capital>Infrastructure>Existing> Upgrade and Additions> Solid Waste Disposal | Default | Function> Waste Management> Core Function> Solid Waste Removal | 17, 23 | Technical Services | | | R5,000,000 | |
| 2017/18_CALLM_ TEC_0035_MIG | MP301_TEC_COM_ Construction of Ekulindeni Transfer Station | To provide sustainable services infrastructure | Construction of Ekulindeni Transfer Station | Capital>Infrastructure>Existing> Upgrade and Additions> Solid Waste Disposal | Default | Function> Waste Management> Core Function> Solid Waste Removal | 12 | Technical Services | | | | R5,000,000 |

| Municipal Priority or IDP Program IDP Number | Strategic Objective | Project Name | Project Description | Project Segment | Costing Segment | Function Segment | Region Segment (Ward No) | Municipal Standard Classification | Budget Forecast | | |
|--|---|--|--|--|--------------------|---|--------------------------------|--------------------------------------|---------------------|---------------------|---------------------|
| | | | | | | | | | 2017/2018 | 2018/2019 | 2019/2020 |
| 2017/18_CALLM_ TEC_0036_MIG | To provide sustainable services infrastructure | MP301_TEC_COM_ Construction of Empuluzi Transfer Station | Construction of Empuluzi Transfer Station | Capital>Infrastructure>Existing> Upgrade and Additions> Solid Waste Disposal | Default | Function> Waste Management> Core Function> Solid Waste Removal | 4, 5, 7, 9, 11 | Technical Services | | | R5,000,000 |
| 2017/18_CALLM_ TEC_0037_MIG | To provide sustainable services infrastructure | MP301_TEC_COM_ Construction of Steynsdorp Community Hall | Construction of Steynsdorp Community Hall | Capital>Infrastructure>Existing> Upgrade and Additions | Default | Function>Community and Social Services> Non-Core Function> Community Halls and Facilities | 19 | Technical Services | | R5,000,000 | R4,305,550 |
| 2017/18_CALLM_ TEC_0038_MIG | To provide sustainable services infrastructure | MP301_TEC_COM_ Construction of Femie Community Hall | Construction of Femie Community Hall | Capital>Infrastructure>Existing> Upgrade and Additions | Default | Function>Community and Social Services> Non-Core Function> Community Halls and Facilities | 1, 2, 3 | Technical Services | | | R5,000,000 |
| 2017/18_CALLM_ TEC_0039_MIG | To provide sustainable services infrastructure | MP301_TEC_COM_ Construction of Tjakastad Community Hall | Construction of Tjakastad Community Hall | Capital>Infrastructure>Existing> Upgrade and Additions | Default | Function>Community and Social Services> Non-Core Function> Community Halls and Facilities | 13, 18 | Technical Services | | R5,000,000 | |
| 2017/18_CALLM_ TEC_0040_OTHER | To provide sustainable services infrastructure | MP301_TEC_COM_ Construction of Council Chamber | Construction of Council Chamber | Capital>Infrastructure>Existing> Upgrade and Additions | Default | Function> Executive and Council> Core Function> Mayor and Council | 22 | Technical Services | R7,000,000 | R10,000,000 | R10,000,000 |
| Total Budget | | | | | | | | | R133,185,200 | R139,109,050 | R159,305,550 |
| | | | | | | | | | R126,185,200 | | |
| | | | | | | | | | R7,000,000 | | |

Source: 2017/18 IDP

5.1 Financial Projections

5.1.1 Revenue - Functional

| Description R,000 | Ref | Budget Year 2017/18 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|-------------------------------------|-----|---------------------|---------|-----------|---------|----------|----------|---------|----------|---------|---------|---------|---------|---|------------------------|------------------------|
| | | July | August | September | October | November | December | January | February | March | April | May | June | Budget Year 2017/18 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| | | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome | Outcome |
| Revenue - Functional | | | | | | | | | | | | | | | | |
| Governance and administration | | 126,495 | 8,440 | 8,562 | 8,301 | 102,441 | 8,926 | 8,076 | 8,552 | 58,920 | 8,506 | 8,401 | 8,050 | 363,670 | 393,494 | 418,560 |
| Executive and council | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Budget and treasury office | | | | | | | | | | | | | | - | | |
| Finance and administration | | 126,495 | 8,440 | 8,562 | 8,301 | 102,441 | 8,926 | 8,076 | 8,552 | 58,920 | 8,506 | 8,401 | 8,050 | 363,670 | 393,494 | 418,460 |
| Internal audit | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Community and public safety | | 11 | 12 | 10 | 13 | 11 | 9 | 10 | 12 | 10 | 9 | 11 | 10 | 128 | 136 | 144 |
| Community and social services | | 8 | 10 | 8 | 10 | 8 | 7 | 9 | 10 | 8 | 6 | 7 | 7 | 98 | 104 | 110 |
| Sport and recreation | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Public safety | | 3 | 2 | 2 | 3 | 3 | 2 | 1 | 2 | 2 | 3 | 4 | 3 | 30 | 32 | 34 |
| Housing | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Economic and environmental services | | 777 | 765 | 752 | 789 | 811 | 725 | 815 | 885 | 741 | 645 | 762 | 857 | 9,324 | 8,318 | 8,817 |
| Planning and development | | 397 | 380 | 397 | 401 | 413 | 355 | 414 | 420 | 372 | 305 | 373 | 540 | 4,767 | 5,053 | 5,356 |
| Road transport | | 380 | 385 | 355 | 388 | 398 | 370 | 401 | 465 | 369 | 340 | 389 | 317 | 4,557 | 3,265 | 3,461 |
| Environmental protection | | - | - | - | - | - | - | - | - | - | - | - | - | 51,913 | - | - |
| Trading services | | 4,326 | 4,411 | 4,087 | 3,881 | 4,500 | 4,625 | 4,131 | 4,089 | 4,351 | 4,551 | 4,651 | 4,310 | 51,913 | 55,028 | 58,329 |
| Energy sources | | 2,368 | 2,428 | 2,121 | 2,000 | 2,567 | 2,500 | 2,131 | 2,067 | 2,360 | 2,400 | 2,599 | 2,867 | 28,408 | 30,112 | 31,919 |
| Water management | | 617 | 594 | 615 | 690 | 622 | 579 | 667 | 687 | 600 | 731 | 706 | 300 | 7,408 | 7,853 | 8,324 |
| Waste water management | | 684 | 699 | 694 | 590 | 654 | 789 | 674 | 676 | 701 | 720 | 650 | 683 | 8,214 | 8,706 | 9,229 |
| Waste management | | 657 | 690 | 657 | 601 | 657 | 757 | 659 | 659 | 690 | 700 | 696 | 460 | 7,883 | 8,356 | 8,857 |
| Other | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue - Functional | | 131,609 | 13,628 | 13,411 | 12,984 | 107,763 | 14,285 | 13,032 | 13,538 | 64,022 | 13,711 | 13,825 | 13,227 | 425,035 | 456,976 | 485,850 |

Source : MP301 Albert Luthuli – Table SA27 2017/18 Budget

6. SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

Goal : Sustainable service delivery

6.1.1 TECHNICAL SERVICES

6.1.1.1 Provision of Potable Water

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|---|---|---|-----------------------------|-----------------------------|--|----------------------------|----------------|----------------------------------|----------------------------------|-------------------|--|----------------------------|--------------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| | KPA : SUSTAINABLE SERVICE DELIVERY | | | | | | | | | | | | | |
| Water | To increase basic water to 100% | Number of boreholes drilled and equipped | Improved access | Sustained services delivery | 81.8% | 20 | R 2m | Annual | Planning and Specification stage | Procurement stage | Construction | 20 | Reports | Council resolution |
| | | Number of water tankers procured | Improved access | Sustained services delivery | 81.8% | 1 x Water tanker | R 1m | Annual | Planning and Specification stage | Procurement stage | 1 x Water Tanker | | Reports | Council resolution |
| | | Number of existing water schemes upgraded | Improved access | Sustained services delivery | 81.8% | 1 x Water Treatment Scheme | R 25m | Annual | Planning and Specification stage | Procurement stage | Construction | 1 x Water Treatment Scheme | Reports | Council resolution |
| | | Number of water reticulation rehabilitated | Improved access | Sustained services delivery | 81.8% | 14km | R 10m | Annual | Planning and Specification stage | Procurement stage | Construction | 14km | Reports | Council resolution |
| | To increase access to basic sanitation to 100% | Number of envirosan/ smartsan/ alternative to VIP installed | Improved access | Sustained services delivery | 96.6% | 450Hh | R 10m | Annually | Planning and Specification stage | Procurement stage | Construction | 450 households | Reports | Council resolution |
| Number of households connected to waterborne sanitation | | Improved access | Sustained services delivery | 96.6% | 80Hh | R 23m | Annually | Planning and Specification stage | Procurement stage | Construction | 80 households | Reports | Council resolution | |
| To construct public infrastructure and amenities | Number of honey sucker truck procured | Improved access | Sustained services delivery | 1 | 1 x honey sucker | R 1m | Annually | Planning and Specification stage | Procurement stage | 1 x Honey sucker | | Reports | Council resolution | |
| | Number of Sport facility upgraded | | | New Indicator | 1 x Upgrade sport facility | R 4.1m | Annual | Planning and Specification stage | Procurement stage | Construction | 1 x sport facility upgraded | Reports | Council resolution | |
| | Number of Fire Station & Disaster Management Centre constructed | | | New Indicator | 1 x Elukwatini Fire Station & Disaster Management Centre | R 10m | Annual | Planning and Specification stage | Procurement stage | Construction | 1 x Elukwatini Fire Station & Disaster Management Centre | Reports | Council resolution | |

6.1.1.1a Water - Operational Budget Allocation

| Details (Vote 0640) | 2017/18 | | | |
|--------------------------------------|--------------------|-----------------------|----------------------|----------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -7 408 461 | not applicable | not available | not available |
| Expenditure: | | | | |
| Employee Related Cost | 34 776 548 | not applicable | not available | not available |
| Repairs and Maintenance | 2 565 000 | not applicable | not available | not available |
| Other | 12 049 121 | not applicable | not available | not available |
| Total Operational Expenditure | 49 725 131 | not applicable | not available | not available |
| Net Operational Expenditure | -42 316 671 | not applicable | not available | not available |

Source: CALM Budget 2017/18

6.1.1.1b Sanitation - Operational Budget Allocation

| Details (Vote 0650) | 2017/18 | | | |
|--------------------------------------|-------------------|-----------------------|----------------------|----------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -8 213 611 | not applicable | not available | not available |
| Expenditure: | | | | |
| Employee Related Cost | 2 125 350 | not applicable | not available | not available |
| Repairs and Maintenance | 200 000 | not applicable | not available | not available |
| Other | 3 227 264 | not applicable | not available | not available |
| Total Operational Expenditure | 5 623 824 | not applicable | not available | not available |
| Net Operational Expenditure | -2 589 787 | not applicable | not available | not available |

Source: CALM Budget 2017/18

6.1.1.2 Access to Electricity and Maintenance

Goal 2 : Sustainable Service Delivery

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|--|---|-------------------------------------|---|--|----------|-------------------------|----------------|---------------------|----------------------------------|-------------------|--------------|----------------------------|-------------|--------------------|
| PERSON RESPONSIBLE - DIRECTOR: TECHNICAL SERVICES (PMU/ DTS) | | | | | | | | | | | | | | |
| PROGRAMME OWNER | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| Electricity | To increase access to basic electricity to 100% | Number of households electrified | Outcome 6: An efficient, competitive and responsive economic infrastructure network | Reliable and safe supply to prolong life of equipment according to NERSA license | 96.6% | 600 households | R 11,8m | Annually | Planning and Specification stage | Procurement stage | Construction | 600 households electrified | Reports | Council resolution |
| | | Number of substations upgraded | Outcome 6: An efficient, competitive and responsive economic infrastructure network | Reliable and safe supply to prolong life of equipment according to NERSA license | 0 | 1x substation (Siobela) | R 7m | Annually | Planning and Specification stage | Procurement stage | Construction | 1x substation (Siobela) | Reports | Council resolution |
| | | Number of Public lighting installed | Outcome 6: An efficient, competitive and responsive economic infrastructure network | Reliable and safe supply to prolong life of equipment according to NERSA license | 98 | 10 high mast lights | R 4m | Annual | Planning and Specification stage | Procurement stage | Construction | 10 high mast lights | Reports | Council resolution |

6.1.1.2a Electricity - Operational Budget Allocation

| Details (Vote 0630) | | | | | 2017/18 | | |
|-------------------------------|--|--|--|--|-----------------|-----------------|----------------|
| | | | | | Original Budget | Adjusted Budget | Actual |
| Total Operational Revenue | | | | | -28,408,008 | not applicable | not applicable |
| Expenditure: | | | | | | | |
| Employee Related Cost | | | | | 3 983 334 | not applicable | not available |
| Repairs and Maintenance | | | | | 4 500 000 | not applicable | not available |
| Other | | | | | 77 239 227 | not applicable | not available |
| Total Operational Expenditure | | | | | 85 622 561 | not applicable | not applicable |
| Net Operational Expenditure | | | | | -57 214 553 | not applicable | not applicable |

6.1.1.3 Roads and Maintenance

Goal: Sustainable Service Delivery

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|-----------------------|--|---|---|---|----------|-----------------------|----------------|---------------------|----------------------------------|-------------------|--------------|-----------------------------|-------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| Roads and Storm Water | To upgrade gravel roads to surfaced roads | Kms of gravel roads paved and surfaced | Improved access to road infrastructure | Improved structure of gravel roads and safety of road users | 106km | 5km | R5m | Annual | Planning and specification stage | Procurement stage | Construction | 5km paved or surfaced roads | Report | Council resolution |
| | To repair and maintain gravel roads | Number of yellow fleet procured | Well maintained roads increasing the lifespan | Safe road infrastructure and prolonged lifespan | 549km | 1 x Tipper truck | R1m | Annual | Planning and specification stage | Procurement stage | | | Report | Council resolution |
| | To construct public infrastructure and amenities | Number of foot bridges and storm water systems provided | Improved access to road infrastructure | Improved structure of gravel roads and safety of road users | 5 | 10 | R 500 000 | Annual | Planning and specification stage | Procurement stage | | 10 foot bridges | Report | Council resolution |

6.1.1.3a Roads and Storm Water - Operational Budget Allocation

| Details (Vote 0620) | 2017/18 | | | | Variance to Budget |
|--------------------------------------|-----------------|-----------------|----------------|--|--------------------|
| | Original Budget | Adjusted Budget | Actual | | |
| Total Operational Revenue | -1,477,000 | not applicable | not applicable | | not applicable |
| Expenditure: | | | | | |
| Employee Related Cost | 7 004 633 | not applicable | not available | | not available |
| Repairs and Maintenance | 3 307 000 | not applicable | not available | | not available |
| Other | 587 500 | not applicable | not available | | not available |
| Total Operational Expenditure | 10 899 133 | not applicable | not applicable | | not applicable |
| Net Operational Expenditure | 9 422 133 | not applicable | not applicable | | not applicable |

6.1.1.4 Mechanical Workshop - Operational Budget Allocation

| Details (Vote 0620) | | 2017/18 | | | |
|-------------------------------|--|-----------------|-----------------|----------------|--------------------|
| | | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | | |
| Employee Related Cost | | 502 540 | not applicable | not available | not available |
| Repairs and Maintenance | | 64 800 | not applicable | not available | not available |
| Other | | 70 200 | not applicable | not available | not available |
| Total Operational Expenditure | | 637 540 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | | -637 540 | not applicable | not applicable | not applicable |

6.1.1.5 Technical Services - Contribution to Capital Expenditure

| Priority Area | Project Name | IDP Code | Vote Number | Project Outcome | Original Budget | Adjusted Budget | Start Date | End Date | Ward | Source of Funding | Project Number | Total Cost |
|----------------------|---------------------|----------|-------------|-----------------|-----------------|-----------------|------------|------------|------|-------------------|----------------|------------|
| Water | None | - | - | - | - | - | - | - | - | - | - | - |
| Sanitation | Infrastructure | n/a | 0650/6015 | - | 150 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 150 000 |
| Electricity | Equipment and Tools | n/a | 0630/6009 | - | 50 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 50 000 |
| Roads and Stormwater | Infrastructure | n/a | 0630/6015 | - | 1 200 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 1 200 000 |
| Mechanical Workshop | None | - | - | - | - | - | - | - | - | - | - | - |
| | None | - | - | - | - | - | - | - | - | - | - | - |

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

6.1.2 PROJECT MANAGEMENT (PMU)

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|---|--|---|-------------------|-----------------|---------------|---|----------------|---------------------|----------------------------------|-------------------|--------------|---|-------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| KPA : SUSTAINABLE SERVICE DELIVERY - INFRASTRUCTURE DEVELOPMENT | | | | | | | | | | | | | | |
| Infrastructure Development | To construct public infrastructure and amenities | Number of foot bridges and storm water systems | Reduced back logs | Improved access | 5 | 10 | R500 000 | Annual | Planning and specification stage | Procurement stage | Construction | 10 foot bridges | Report | Council resolution |
| | | Number of public lighting installed | Reduced back logs | Improved access | 98 | 10 high mast lights | R4m | Annual | Planning and specification stage | Procurement stage | Construction | 10 high mast lights | Report | Council resolution |
| | To construct public infrastructure and amenities | Number of sport facilities upgraded | Reduced back logs | Improved access | New Indicator | 1 x upgrade sport facility | R4.1m | Annual | Planning and specification stage | Procurement stage | Construction | 1 x sport facility upgraded | Report | Council resolution |
| | | Number of Fire Station and Disaster Management Centre constructed | Reduced back logs | Improved access | New indicator | 1 x Fire Station and Disaster Management Centre at Elukwatini | R10m | Annual | Planning and specification stage | Procurement stage | Construction | 1 x Fire Station and Disaster Management Centre at Elukwatini | Report | Council resolution |

6.1.2a Project Management Unit (PMU) - Operational Budget Allocation

| Details (Vote 0603) | 2016/17 | | | |
|--------------------------------------|-------------------|-----------------------|-----------------------|-----------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -4 430 800 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | | | | |
| Repairs and Maintenance | 3 744 777 | not applicable | not available | not available |
| Other | 0 | not applicable | not available | not available |
| Total Operational Expenditure | 686 023 | not applicable | not available | not available |
| Net Operational Expenditure | 4 430 800 | not applicable | not applicable | not applicable |
| | 0 | not applicable | not applicable | not applicable |

6.1.2a Project Management Unit (PMU) - Operational Budget Allocation

| Details (Vote 0603) | 2016/17 | | | |
|--------------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -4 430 800 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 3 744 777 | not applicable | not available | not available |
| Repairs and Maintenance | 0 | not applicable | not available | not available |
| Other | 686 023 | not applicable | not available | not available |
| Total Operational Expenditure | 4 430 800 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | 0 | not applicable | not applicable | not applicable |

Source: CALM Operational Budget 2017/18

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

6.1.3 COMMUNITY AND PUBLIC SAFETY SERVICES

| Priority Area | Strategic Objective | Performance Indicator 2017/18 | Outcome | Impact | Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|------------------------------|---|--|------------------|-------------------|-------------------|--------------------|---------------------|---------------------------|------------------|------------------|------------------|------------------------------------|----------|
| | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| KPA : BASIC SERVICE DELIVERY | | | | | | | | | | | | | |
| Refuse Removal | To provide sustainable and reliable services to communities | Number of households receiving refuse removal services | Adherence to law | Clean environment | 10 000 households | Operational budget | Quarterly | 2 500 households | 2 500 households | 2 500 households | 2 500 households | Weekly plans Register of bins | Reports |
| | | Number of disaster relief packages dispatched | Adherence to law | Safe communities | 4 | Operational Budget | Quarterly | 1 | 1 | 1 | 1 | Register of dispatched packages | Reports |
| | | Number of law enforcement infringements fines issued | Adherence to law | Safe communities | 8 000 | Operational Budget | Quarterly | 2 000 | 2 000 | 2 000 | 2 000 | Register of infringements booklets | Reports |
| | | Number of incidents and response attended | Adherence to law | Safe communities | 20 | Operational Budget | Quarterly | 5 | 5 | 5 | 5 | Register of the incident /accident | Reports |
| | | Number of landfill sites maintained | Adherence to law | Clean environment | 5 landfill sites | Operational Budget | Quarterly | 5 | 5 | 5 | 5 | Weekly plans | Reports |

6.1.3a Community Services (Administration) - Operational Budget Allocation

| Details (Vote 0401) | 2017/18 | | | | Variance to Budget |
|--------------------------------------|-----------------|-----------------|----------------|--|--------------------|
| | Original Budget | Adjusted Budget | Actual | | |
| Total Operational Revenue | 0 | not applicable | not applicable | | not applicable |
| Expenditure: | | | | | |
| Employee Related Cost | 5 145 184 | not applicable | not available | | not available |
| Repairs and Maintenance | 0 | not applicable | not available | | not available |
| Other (Standby Contractor) | 402 150 | not applicable | not available | | not available |
| Total Operational Expenditure | 5 547 334 | not applicable | not applicable | | not applicable |
| Net Operational Expenditure | -5 547 334 | not applicable | not applicable | | not applicable |

6.1.3b Community Services (Library) - Operational Budget Allocation

| Details (Vote 0403) | 2017/18 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 1 400 085 | not applicable | not available | not available |
| Repairs and Maintenance | 0 | not applicable | not available | not available |
| Other (Standby Contractor) | 32 687 | not applicable | not available | not available |
| Total Operational Expenditure | 1 432 772 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -1 432 772 | not applicable | not applicable | not applicable |

6.1.3c Community Services (Cemetery) - Operational Budget Allocation

| Details (Vote 0405) | 2017/18 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -98 255 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 1 949 280 | not applicable | not available | not available |
| Repairs and Maintenance | 11 662 | not applicable | not available | not available |
| Other (Standby Contractor) | 1 009 212 | not applicable | not available | not available |
| Total Operational Expenditure | 2 970 154 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -2 871 899 | not applicable | not applicable | not applicable |

6.1.3d Community Services (Parks and Recreation) - Operational Budget Allocation

| Details (Vote 0411) | 2017/18 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 4 875 054 | not applicable | not available | not available |
| Repairs and Maintenance | 33 708 | not applicable | not available | not available |
| Other | 206 149 | not applicable | not available | not available |
| Total Operational Expenditure | 5 114 911 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -5 114 911 | not applicable | not applicable | not applicable |

6.1.3e Community Services (Refuse Removal) - Operational Budget Allocation

| Details (Vote 0450) | 2017/18 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -7 882 766 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 2 649 636 | not applicable | not available | not available |
| Repairs and Maintenance | 16 854 | not applicable | not available | not available |
| Other (Standby Contractor) | 7 247 586 | not applicable | not available | not available |
| Total Operational Expenditure | 9 914 076 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -2 031 310 | not applicable | not applicable | not applicable |

6.1.3f Public Safety Services (Administration) - Operational Budget Allocation

| Details (Vote 0501) | 2017/18 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 2 939 662 | not applicable | not available | not available |
| Repairs and Maintenance | 0 | not applicable | not available | not available |
| Other | 75 500 | not applicable | not available | not available |
| Total Operational Expenditure | 3 015 162 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -3 015 162 | not applicable | not applicable | not applicable |

6.1.3g Public Safety Services (Disaster Management) - Operational Budget Allocation

| Details (Vote 0503) | 2017/18 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 522 735 | not applicable | not available | not available |
| Repairs and Maintenance | 25 000 | not applicable | not available | not available |
| Other | 550 200 | not applicable | not available | not available |
| Total Operational Expenditure | 1 097 935 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -1 097 935 | not applicable | not applicable | not applicable |

6.1.3h Public Safety Services (Fire Brigade) - Operational Budget Allocation

| Details (Vote 0505) | 2016/17 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -29,896 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 4 557 250 | not applicable | not available | not available |
| Repairs and Maintenance | 125 000 | not applicable | not available | not available |
| Other | 631 136 | not applicable | not available | not available |
| Total Operational Expenditure | 5 313 386 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | 5 283 490 | not applicable | not applicable | not applicable |

6.1.3i Public Safety Services (Safety and Security) - Operational Budget Allocation

| Details (Vote 0507) | 2016/17 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 0 | not applicable | not available | not available |
| Repairs and Maintenance | 0 | not applicable | not available | not available |
| Other | 20 881 441 | not applicable | not available | not available |
| Total Operational Expenditure | 20 881 441 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -20 881 441 | not applicable | not applicable | not applicable |

6.1.3j Public Safety Services (Road Safety) - Operational Budget Allocation

| Details (Vote 0511) | 2016/17 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | -3 080 221 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 5 946 827 | not applicable | not available | not available |
| Repairs and Maintenance | 165 000 | not applicable | not available | not available |
| Other | 673 000 | not applicable | not available | not available |
| Total Operational Expenditure | 6 784 827 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -3 704 606 | not applicable | not applicable | not applicable |

6.1.3k Community Services - Contribution to Capital Expenditure

| Priority Area | Project Name | IDP Code | Vote Number | Project Outcome | Original Budget | Adjusted Budget | Start Date | End Date | Ward | Source of Funding | Project Number | Total Cost |
|----------------------|--------------------------------|----------|-------------|-----------------|-----------------|-----------------|------------|------------|------|-------------------|----------------|------------|
| Cemeteries | Vehicles | n/a | 0405/6003 | | 1 000 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 1 000 000 |
| Parks and Recreation | Equipment and Tools | n/a | 0411/6009 | | 32 860 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 32 860 |
| Refuse Removal | Buildings, Fencing and Grounds | n/a | 0450/6007 | | 124 720 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 124 720 |
| | Equipment and Tools | n/a | 0450/6009 | | 850 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 850 000 |
| | Vehicles | n/a | 0450/6011 | | 1 500 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 1 500 000 |
| Fire Brigade | Equipment and Tools | n/a | 0505/4523 | | 150 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 150 000 |
| | Computer-Hard/Software | n/a | 0505/6007 | | 15 000 | n/a | 01/07/2017 | 30/06/2018 | n/a | Own | n/a | 25 000 |

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

6.1.4 SPATIAL PLANNING AND HUMAN SETTLEMENT

| Priority Area | Strategic Objective | Performance Indicator | Out come | Impact | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|---------------------------------------|---|---|---|---|--|--------------------|---------------------|--|---|---|--|-------------|--------------------|
| | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| PROGRAMME OWNER | | | | | | | | | | | | | |
| Spatial Planning and Human Settlement | To formalise towns Ext C2 /and pad kamp Carolina Ext 1 (Padkamp) | Number of towns formalised | Approval of the township by Gert Sibande Joint Municipal Tribunal | Informal settlement with basic amenities | 2 Towns formalised | CALM | Quarterly | Approved formalisation by Gert Sibande JMPT | Draft Surveyor-General Plan submitted to Surveyor-General | Approved Surveyor-General Plan | Opening of deed register | Report | Council resolution |
| | To establish township for Caropark Ext 2 | Number of township established | Approved township establishment by Gert Sibande Joint Municipal planning tribunal | Informal settlement with basic amenities | 1 Township established | Operational budget | Quarterly | Approved township establishment by Gert Sibande Joint Municipal Planning Tribunal (JMPT) | Draft Surveyor-General Plan submitted to Surveyor-General | Approved Surveyor-General Plan | Opening of deed register | Report | Council resolution |
| | To review the Land Use Scheme to align with SPLUMA | Number of Land Use Scheme /reviewed | Proclaimed land use scheme (LUS)aligned to SPLUMA and SPLUM By-law | Land use scheme approved by Council, 2011 | LUS reviewed, adopted by Council and proclaimed to be aligned with SPLUMA and SPLUM By-Law | COGTA | Quarterly | Draft Land use scheme approved by Council for public participation | Adoption of final Land use scheme and proclamation | Implementation of LUS | Implementation of LUS | Report | Council resolution |
| | To facilitate the development of integrated human settlements (mixed use development) | Number of Integrated human settlement development facilitated | Integrated human settlement development | Draft mixed use development proposal approved by CALLM and GSDM | 1 integrated human settlement development (mixed used) established | DHS CALM | Quarterly | •Identification and acquisition of land for development. •Terms of Reference for the mixed use development •Appoint service provider | •Conduct feasibility studies (eg EIA, Geo-tech) •Approval of draft layout plan | Development of Plan approved by Gert Sibande Municipal Tribunal (JMPT) and Surveyor-General Diagram | Draft Surveyor-General Plan approved by Surveyor-General | Report | Council resolution |
| | To facilitate the distribution of title deeds for various wards (by service provider) | Number of title deed | 1000 title deeds distributed in various wards (by service provider) | 1000 title deeds for distribution | 1000 title deeds distributed to beneficiaries | Operational budget | Quarterly | 250 title deeds distributed to beneficiaries | 250 title deeds distributed to beneficiaries | 250 title deeds distributed to beneficiaries | 250 title deeds distributed to beneficiaries | Report | Cir resolution |

6.2 KEY PERFORMANCE AREA : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Goal : Democratic and accountable government

6.2.1 CORPORATE SERVICES

| Priority Area | Strategic Objective | Performance Indicator | Baseline 2017/18 | Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|--|--|---|---|--|----------------|---------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------|------------------------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| KPA : MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | | | | | | | | | | | | |
| Democratic and Accountable Government | To ensure a transformed institution with competent and capable human capital | Number of employees and councillors trained | 50 employees and councillors in 2016/17 | 50 employees and councillors | Operational | Monthly | Skills audit and WSP and ATR | 17 | 17 | 17 | Report | Report |
| | To review the organisational structure | Organisational structure reviewed | Reviewed organisational structure 2016/2017 | Align the organisational structure with IDP objectives | Operational | Annually | 100% filling of vacant positions | 100% filling of vacant positions | 100% filling of vacant positions | 100% filling of vacant positions | Report | Organogram with council resolution |
| | To develop the five (5) year employment equity plan | Percentage of females in management positions | 30% females in management positions | 5% females in management positions | Operational | Annually | 1% females in management positions | 1% females in management positions | 1% females in management positions | 2% females in management positions | Report | Report |
| ICT Management | To develop an ICT Strategy | ICT Strategy developed | ICT Governance Framework | ICT Strategy | Operational | Annually | Develop ToR for ICT Strategy | Approval of the strategy | Implement the strategy | Monitoring and evaluation | Report on strategy | Strategy |

6.2.1a Corporate Services - Operational Budget Allocation

| Details (Vote 0301) | 2017/18 | | | | Variance to Budget |
|--------------------------------------|-----------------|-----------------|----------------|--|--------------------|
| | Original Budget | Adjusted Budget | Actual | | |
| Total Operational Revenue | 0 | not applicable | not applicable | | not applicable |
| Expenditure: | | | | | |
| Employee Related Cost | 13 201 008 | not applicable | not applicable | | not applicable |
| Repairs and Maintenance | 70 000 | not applicable | not applicable | | not applicable |
| Other | 227 728 | not applicable | not applicable | | not applicable |
| Total Operational Expenditure | 17 278 008 | not applicable | not applicable | | not applicable |
| Net Operational Expenditure | -17 278 008 | not applicable | not applicable | | not applicable |

6.2.1b Corporate Services (ICT Management) - Operational Budget Allocation

| Details (Vote 0305) | 2017/18 | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 1 132 837 | not applicable | not applicable | not applicable |
| Repairs and Maintenance | 500 000 | not applicable | not applicable | not applicable |
| Other | 2 423 222 | not applicable | not applicable | not applicable |
| Total Operational Expenditure | 4 056 059 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -4 056 059 | not applicable | not applicable | not applicable |

6.2.1c Corporate Services - Contribution to Capital Expenditure

| Priority Area | Project Name | IDP Code | Vote Number | Project Outcome | Original Budget | Adjusted Budget | Start Date | End Date | Ward | Source of Funding | Project Number | Total Cost |
|----------------|---|----------|-------------|-----------------|-----------------|-----------------|------------|------------|------|-------------------|----------------|------------|
| ICT Management | Computer Hard and Software (Tools of Trade) | n/a | 0305/6013 | | 159 000 | n/a | 1/07/2017 | 30/06/2018 | n/a | Own | n/a | 159 000 |

6.2.2 OFFICE OF THE MUNICIPAL MANAGER - PERFORMANCE MANAGEMENT SYSTEM

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline 2017/18 | Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|--|-----------------------------|---|--|-------------------------|--|--|----------------|---------------------|--|--|--------------------------|--------------------------|--|-----------------------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| KPA : MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | | | | | | | | | | | | | | |
| Performance Management System | To institutionalise the PMS | Framework submitted by 31 July 2017 | •Approved PMS Policy •Number of quarterly assessments | Compliance with the Act | Approved PMS Framework | 4 quarter assessments | None | Annually | PMS Framework policy | Review of the PMS policy | Review of the PMS policy | Review of the PMS policy | Council resolution Performance assessments | PMS Policy Results of assessments |
| Performance Agreements | | Number of performance agreements of MSA S57/54 managers signed by 31 July | •100% compliance with Chapter 6 of the MSA •Performance agreements for newly appointees signed within 60 days | Compliance with the Act | Adherence to the MSA Performance Regulations 2006 (as amended) | •Number and date of performance agreements •Performance agreements of MSA S54/S57 managers signed in terms of MSA S57 within the prescribed timeframe | None | Annually | 7 signed performance agreements annually | 7 signed performance agreements by 31 July | Apply agreements | Monitor agreements | Monitor agreements | Performance Agreements signed off |

6.2.2a Performance Management System - Operational Budget Allocation

| Details (Vote 0002) | 2017/18 | | | |
|--------------------------------------|-----------------|-----------------|----------------|--------------------|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | 0 | not applicable | not applicable | not applicable |
| Expenditure: | | | | |
| Employee Related Cost | 0 | not applicable | not applicable | not applicable |
| Repairs and Maintenance | 0 | not applicable | not applicable | not applicable |
| Other | 101 705 | not applicable | not applicable | not applicable |
| Total Operational Expenditure | 101 705 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | -101 705 | not applicable | not applicable | not applicable |

6.2.2b Office of the Municipal Manager (Performance Management System) - Contribution to Capital Expenditure

| Priority | Project Name | IDP Code | Vote Number | Project Outcome | Original Budget | Adjusted Budget | Start Date | End Date | Ward | Source of Funding | Project Number | Total Cost |
|----------|--------------|----------|-------------|-----------------|-----------------|-----------------|------------|----------|------|-------------------|----------------|------------|
| - | None | - | - | - | - | - | - | - | - | - | - | - |

6.3 KEY PERFORMANCE AREA 3 : LOCAL ECONOMIC DEVELOPMENT

6.3.1 PLANNING AND ECONOMIC DEVELOPMENT (PED)

Objective 3: To promote social and economic development / Goal 3 : To provide or promote sustainable livelihoods through socio-economic development and other related services

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence | |
|----------------------------|---------------------------------------|---|-------------------------------------|--|---|---|--------------------|---------------------|---|--|--|--|-------------|-------------------------------|--|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | | |
| | KPA 3 : LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | | | | | |
| Local Economic Development | To promote local economic development | Number of projects promoted and marketed as per Growth and Development Plan | Improved local economic environment | Reduced poverty, unemployment and inequality | LED Strategy 2014/15 in place (under review) | Growth and Development Plan developed and approved | Operational budget | Quarterly | •Appointment of service provider •Draft Growth and Development Plan for public participation | Number of engagements on Draft Growth and Development Plan | Approved Draft Growth and Development Plan | Promote and market projects as per the Draft Growth and Development Plan | Report | Report and Council resolution | |
| | | Number of LED forum meetings held | Improved local economic environment | Reduced poverty, unemployment and inequality | Non-functional LED forum | 4 Functional LED forum | Operational budget | Quarterly | 1 LED Forum meeting | 1 LED forum meeting | 1 LED forum meeting | 1 LED forum meeting | Report | Report and Council resolution | |
| | | Support offered to SMME's and co-ops | Improved local economic environment | Reduced poverty, unemployment and inequality | •324 co-ops in LED database •Seven workshops conducted •Assisted 32 co-ops with registration on the Central Data Base (CDB) | 12 SMMEs and co-ops supported to achieve sustainability | Operational budget | Quarterly | 4 SMMEs and co-ops supported | 4 SMMEs and co-ops supported | 4 SMMEs and co-ops supported | 4 SMMEs and co-ops supported | Report | Report and Council resolution | |
| | To assist co-ops | •Number of co-ops identified to assist •Promote the agri-park projects | Improved local economic environment | Reduced poverty, unemployment and inequality | Agri-park projects approved | Number of co-ops assisted with training and capacity building | Operational budget | Quarterly | Agri-park projects approved | 1 Youth incubation project | 1 household, 1 hectare | Multi-purpose centres developed in all wards | Report | Report and Council resolution | |
| | To promote local economic development | Number of projects promoted and marketed as per Growth and Development Plan | Improved local economic environment | Reduced poverty, unemployment and inequality | LED Strategy 2014/15 in place (under review) | Growth and Development Plan developed and approved | Operational budget | Quarterly | •Appointment of service provider •Draft Growth and Development Plan for public participation | Number of engagements on Draft Growth and Development Plan | Approved Draft Growth and Development Plan | Promote and market projects as per the Draft Growth and Development Plan | Report | Report and Council resolution | |

6.3.1a Planning and Economic Development - Operational Budget Allocation

| Details (Vote 0701) | | 2016/17 | | | |
|--------------------------------------|--|-----------------|-----------------|----------------|--------------------|
| | | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | | -335 892 | not applicable | not applicable | not applicable |
| Expenditure: | | | | | |
| Employee Related Cost | | 6 756 788 | not applicable | not applicable | not applicable |
| Repairs and Maintenance | | 0 | not applicable | not applicable | not applicable |
| Other | | 3 545 000 | not applicable | not applicable | not applicable |
| Total Operational Expenditure | | 10 301 788 | not applicable | not applicable | not applicable |
| Net Operational Expenditure | | 9 965 896 | not applicable | not applicable | not applicable |

6.3.1b Planning and Economic Development – Contribution to Capital Expenditure

| Priority | Project Name | IDP Code | Vote Number | Project Outcome | Budget | Adjustment Budget | Start Date | End Date | Ward | Source Of Funding | Project Number | Total Cost |
|----------|--------------|----------|-------------|-----------------|--------|-------------------|------------|----------|------|-------------------|----------------|------------|
| - | None | - | - | - | - | - | - | - | - | - | - | - |

6.3.2 PROJECT MANAGEMENT UNIT (PMU)

Objective 3: To promote social and economic development / Goal 3 : To provide or promote sustainable livelihoods through socio-economic development and other related services

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|---|------------------------------|----------------------------------|-------------------------------------|--|----------------|-----------------------|--------------------|---------------------|----------------------------------|-------------------|----------------|----------------|-------------|---------------------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| KPA 3 : LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | | | | | |
| Infrastructure Development and Project Management | To reduce unemployment by 7% | Number of cooperatives supported | Improved local economic environment | Reduced poverty, unemployment and inequality | 4 cooperatives | 5 cooperatives | Linked to projects | Annually | Planning and specification stage | Procurement stage | 2 cooperatives | 3 cooperatives | Reports | Reports and Council resolutions |

6.4 KEY PERFORMANCE AREA 4 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Goal: Enhance public participation and good governance

6.4.1 CORPORATE SERVICES

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|--|---|---|--------------------------|---|--|--|--------------------|---------------------------|--|--|--|--|-------------------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| | PROGRAMME OWNER CORPORATE SERVICES | | | | | | | | | | | | | |
| Good governance and public participation | To develop a public participation strategy | Public Participation Strategy developed | Improved communication | Professional communication | 0 | Public participation strategy | Operational Budget | Annually | Develop ToR | Approval of the strategy | Implementation of the strategy | Monitoring and evaluation | Approved strategy copy | Council resolution |
| | | Number of oversight and accountability meetings | Improved good governance | Transparency | 4 Council meetings 4 Section 79 Oversight Committee and site visits | 4 Council meetings 4 Section 79 Oversight Committee and site visits | Operational Budget | Quarterly | 1 Council meetings 1 Section 79 Oversight Committee and site visits | 1 Council meetings 1 Section 79 Oversight Committee and site visits | 1 Council meetings 1 Section 79 Oversight Committee and site visits | 1 Council meetings 1 Section 79 Oversight Committee and site visits | Council minutes Reports | Council resolution |
| | Number of functional oversight committees | Improved good governance | Transparency | 2 functional advisory committee | 4 functional Advisory Committee | Operational Budget | Quarterly | Unqualified audit opinion | Unqualified audit opinion | Unqualified audit opinion with no matters | Unqualified audit opinion with no matters | Council minutes Reports | Council resolution | |
| | Number of functional ward committee, oversight and stakeholders | Improved good governance | Transparency | 23 functional ward committees, government structures and stakeholders | 25 | Operational Budget | Monthly | 25 | 25 | 25 | 25 | Council minutes Reports | Council resolution | |
| | Number of Mayoral Izimbizo's | Improved good governance | Transparency | 5 Mayoral Izimbizo's | 6 Mayoral Izimbizo's | Operational Budget | Annually | 1 Mayoral Imbizo | 2 Mayoral Izimbizo's | 1 Mayoral Imbizo | 2 Mayoral Imbizo | Council minutes Reports | Council resolution | |
| | | Number of stakeholders' meetings | Improved good governance | Transparency | 8 stakeholder forums | 8 stakeholders forums | Operational Budget | 8 stakeholders forums | 8 stakeholders forums | 8 stakeholders forums | 8 stakeholders forums | 8 stakeholders forums | | |

6.4.2 OFFICE OF THE MUNICIPAL MANAGER: PERFORMANCE MANAGEMENT SYSTEM

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|---|-----------------------------|----------------------------|--------------------------|--------------|---|--|--------------------|--|---|------------------|---|--|-------------------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| PROGRAMME OWNER OFFICE OF THE MUNICIPAL MANAGER : PMS | | | | | | | | | | | | | | |
| Performance Management System | To institutionalise the PMS | Approved PMS Framework | Improved good governance | Transparency | 4 quarter assessments | PMS Framework work policy in Quarter 1 | Operational Budget | Annually | Review of the PMS policy | Implement policy | Implement policy | Implement policy | Council minutes Reports | Council resolution |
| | | Number of reports | Improved good governance | Transparency | 4 quarterly reports | 4 quarterly reports | Operational Budget | Quarterly | 1 report | 1 report | 1 report | 1 report | Council minutes Reports | Council resolution |
| | | 12 Back to basics report | Improved good governance | Transparency | 12 monthly reports | 12 monthly B2B reports | Operational Budget | Monthly by the 15 th of every month | 3 reports | 3 reports | 3 reports | 3 reports | Council minutes Reports | Council resolution |
| | | 1 mid-year report by 25/01 | Improved good governance | Transparency | 1 mid-year report by 25 January annually | 1 mid-year report by 25 January 2018 | Operational Budget | Once a year by 25 January | | | Assessment in line with section 72 MFMA | Report by 25/01/2018 to council | Council minutes Reports | Council resolution |
| | | 1 Annual report tabled | Improved good governance | Transparency | Annual report submitted by 31 August 2016 | Draft to Council by 31 August 2018 | Operational Budget | Once a year by 31 August | Consolidation of all quarterly reports /table draft Annual Performance Report (APR) | Publicity of APR | Tabling of APR to council | Overight and submission to legislature by 7 April 2018 | Council minutes Reports | Council resolution |

6.4.3 OFFICE OF THE MUNICIPAL MANAGER: INTERNAL AUDIT UNIT

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|--|------------------------------------|--|--------------------------|--------------|---------------|-----------------------|--------------------|---------------------|---------------------------|-----------------|-----------------|-----------------|-------------------------|--------------------|
| PROGRAMME OWNER OFFICE OF THE MUNICIPAL MANAGER :AUDIT | | | | | | | | | | | | | | |
| Internal Audit | To ensure improved good governance | Number of Audit reports tabled on audit risk | Improved good governance | Transparency | 4 reports | 4 reports | Operational Budget | Quarterly | Audit report | Audit report | Audit report | Audit report | Council minutes Reports | Council resolution |
| | | Audit charter | Improved good governance | Transparency | One submitted | Review | Operational Budget | Once per year | Submit charter | Audit committee | Audit committee | Audit committee | Council minutes Reports | Council resolution |

6.4.3a Internal Audit Unit - Operational Budget Allocation

| Details (Vote 0701) | | | | 2016/17 | | | |
|-------------------------------|--|--|--|-----------------|-----------------|----------------|--------------------|
| | | | | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | | | | | not applicable | not applicable | not applicable |
| Expenditure: | | | | | | | |
| Employee Related Cost | | | | | not applicable | not applicable | not applicable |
| Repairs and Maintenance | | | | | not applicable | not applicable | not applicable |
| Other | | | | | not applicable | not applicable | not applicable |
| Total Operational Expenditure | | | | | not applicable | not applicable | not applicable |
| Net Operational Expenditure | | | | | not applicable | not applicable | not applicable |

Source: CALM Budget 2016

6.4.3b Internal Audit Unit – Contribution to Capital Expenditure

| Priority | Project Name | IDP Code | Vote Number | Project Outcome | Budget | Adjustment Budget | Start Date | End Date | Ward | Source Of Funding | Project Number | Total Cost |
|----------|--------------|----------|-------------|-----------------|--------|-------------------|------------|----------|------|-------------------|----------------|------------|
| - | None | - | - | - | - | - | - | - | - | - | - | - |

6.4.4 OFFICE OF THE MUNICIPAL MANAGER: RISK MANAGEMENT UNIT

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence | |
|--|------------------------------------|----------------------------|--------------------------|--------------|----------------------|-----------------------|--------------------|---------------------|---------------------------|----------|----------|----------|-------------------------|--------------------|--|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | | |
| PROGRAMME OWNER OFFICE OF THE MUNICIPAL MANAGER : RISK | | | | | | | | | | | | | | | |
| Risk Management | To ensure improved good governance | Risk register | Improved good governance | Transparency | 1 Register submitted | 1 Register submitted | Operational Budget | Quarterly | 1 Register submitted | | | | | | |
| | | Number of training on risk | Improved good governance | Transparency | 1 Training conducted | 2 training | Operational Budget | Quarterly | Quarterly | 1 report | 1 report | 1 report | Council minutes Reports | Council resolution | |
| | | Number of risk reports | Improved good governance | Transparency | 4 reports | 4 reports | Operational Budget | Quarterly | Quarterly | 1 report | 1 report | 1 report | Council minutes Reports | Council resolution | |
| | | Number of risk meetings | Improved good governance | Transparency | 4 meetings | 4 meetings | Operational Budget | Quarterly | Quarterly | 1 report | 1 report | 1 report | Council minutes Reports | Council resolution | |

6.4.4a Risk Management Unit - Operational Budget Allocation

| Details (Vote 0701) | | 2016/17 | | | |
|-------------------------------|--|-----------------|-----------------|----------------|--------------------|
| | | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| Total Operational Revenue | | | not applicable | not applicable | not applicable |
| Expenditure: | | | | | |
| Employee Related Cost | | | not applicable | not applicable | not applicable |
| Repairs and Maintenance | | | not applicable | not applicable | not applicable |
| Other | | | not applicable | not applicable | not applicable |
| Total Operational Expenditure | | | not applicable | not applicable | not applicable |
| Net Operational Expenditure | | | not applicable | not applicable | not applicable |

Source: CALM Budget 2016

6.4.4.b Risk Management Unit - Contribution to Capital Expenditure

| Priority | Project Name | IDP Code | Vote Number | Project Outcome | Budget | Adjustment Budget | Start Date | End Date | Ward | Source Of Funding | Project Number | Total Cost |
|----------|--------------|----------|-------------|-----------------|--------|-------------------|------------|----------|------|-------------------|----------------|------------|
| - | None | - | - | - | - | - | - | - | - | - | - | - |

6.5 KEY PERFORMANCE AREA 5 : FINANCIAL VIABILITY AND MANAGEMENT

Goal : To enhance revenue collection

6.5.1a FINANCE, BUDGET AND TREASURY

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|--------------------------------------|--|----------------------------------|------------------|---------------------------|----------|-----------------------|--------------------|---------------------|---------------------------|-----|-----|-----|-------------------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| PROGRAMME OWNER : FINANCIAL SERVICES | | | | | | | | | | | | | | |
| Revenue Collection | To ensure financial sustainability through improved billing system | % Increase in revenue collection | Improved revenue | Improved service delivery | 65% | 75% | Operational Budget | Quarterly | 75% | 75% | 75% | 75% | Council minutes Reports | Council resolution |

6.5.1b TECHNICAL SERVICES

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|--|----------------------------|---|------------------|---------------------------|----------|-----------------------|----------------|---------------------|---------------------------|----------------------------------|-------------------|------------------|-------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| PROGRAMME OWNER : TECHNICAL SERVICES (DTS/PMU) | | | | | | | | | | | | | | |
| Contribution to Increase Revenue | To increase revenue to 65% | Number of of electricity prepaid smart meters | Improved revenue | Improved service delivery | 2 000 | 55% | 2 000 | R 3m | 500 | 500 | 500 | 500 | Report | Council resolution |
| | | Number of conventional electrified boreholes converted to prepaid electricity | Improved revenue | Improved service delivery | 0 | 0 | 10 | R 100 000 | 2 | 2 | 3 | 3 | Report | Council resolution |
| | | Number of water meters installed | Improved revenue | Improved service delivery | | 55% | 600 | R 1m | 600 | Planning and Specification stage | Procurement stage | 600 Construction | Report | Council resolution |

6.5.1c TECHNICAL SERVICES

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data Source | Evidence |
|---|---|---|--|--|--|---|--------------------|---------------------|---------------------------|---------|---------|---------|-------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| PROGRAMME OWNER : PLANNING AND ECONOMIC DEVELOPMENT (PED) | | | | | | | | | | | | | | |
| Contribution to Increase Revenue | To enhance Income through leasing LED properties | Number of property billed / leased | Improved revenue | Ensure 100% payment of LED property leasing fees | 4 properties available | 100% LED related properties leased out and income received | Operational Budget | Quarterly | R13,893 | R13,893 | R13,893 | R13,893 | Report | Council resolution |
| | To enhance revenue through approval of all building plans submitted | Number of building plans | •Ensure 100% payment of all building plans fees •Create income through approval of residential and business plans | •Ensure 100% payment of all building plans fees •Create income through approval of residential and business plans | Council approved building plan fees R120 000 collected | •100% of all submitted building plans approved •Enforcement of building regulations in all new buildings | Operational Budget | Quarterly | R30 000 | R30 000 | R30 000 | R30 000 | Report | Council resolution |
| | To enhance revenue through approval of all land use applications | Number of application on land use charged | •Ensure 100% payment of all land use application fees •Create income through approval of residential and business plans | •Ensure 100% payment of all land use application fees •Create income through approval of residential and business plans | Council approved building plan fees R30 000 collected | Ensure 100% payment | Operational Budget | Quarterly | R7,500 | R7,500 | R7,500 | R7,500 | Report | Council resolution |

6.5.1d COMMUNITY SERVICES

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|---|--|--|------------------|---------------------------|-------------------|-----------------------|----------------|---------------------|---------------------------|------------------|------------------------------|----------------------|--------------------|----------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| PROGRAMME OWNER : PLANNING AND ECONOMIC DEVELOPMENT (PED) | | | | | | | | | | | | | | |
| Contribution to Increase Revenue | To contribute to revenue collection through refuse removal | Number of households supplied with refuse bins/ registered for billing | Improved revenue | Improved service delivery | 12 909 households | 10 000 households | Quarterly | 2 500 households | 2 500 households | 2 500 households | Signed off delivery register | Refuse bins register | Council resolution | |

6.5.2 FINANCIAL VIABILITY AND MANAGEMENT

FINANCIAL SERVICES

| Priority Area | Strategic Objective | Performance Indicator | Outcome | Impact | Baseline | 2017/18 Annual Target | 2017/18 Budget | Reporting Frequency | 2017/18 Quarterly Targets | | | | Data source | Evidence |
|--|---|---|--|--|---------------------|-----------------------|----------------|---------------------|---------------------------|----|----|----|-------------|--------------------|
| | | | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| PROGRAMME OWNER : FINANCIAL SERVICES | | | | | | | | | | | | | | |
| Effective and efficient management of municipal finances | To maintain positive operating cash flow | Number of Financial status quo Reports | Improved revenue | Improved service delivery | 4 quarterly reports | 4 quarterly reports | | Quarterly | 1 | 1 | 1 | 1 | Report | Council Resolution |
| | represented by net cash flow from operating activities after capital expenditure | | | | | | | | | | | | | |
| | To develop, implement and monitor the Audit Action Plan to address issues raised by the Auditor-General | % reduction in number of Audit Queries from Auditor General | Achieve clean audit outcome | | | 4 quarterly reports | | Quarterly | 1 | 1 | 1 | 1 | Report | Council Resolution |
| | To develop a Fixed Asset Register which records all municipal assets | Number of physical asset counts and impairment test | Asset Register, records | Effective Asset Management System | 4 quarterly reports | 4 quarterly reports | | Quarterly | 1 | 1 | 1 | 1 | Report | Council Resolution |
| | To ensure procurement processes which comply fully with the SCM policy | Number of reports on awards made through SCM process | Fair, transparent, equitable, cost effective SCM processes | Fair, transparent, equitable, cost effective SCM processes | 4 quarterly reports | 4 quarterly reports | | Quarterly | 1 | 1 | 1 | 1 | Report | Council Resolution |

6.5.1a Budget and Treasury Office - Operational Budget Allocation

| Details (Vote 0201) | 2017/18 | | |
|-------------------------------|-----------------|-----------------|--------------------|
| | Original Budget | Adjusted Budget | Variance to Budget |
| Total Operational Revenue | -2 635 604 | not applicable | not applicable |
| Expenditure: | | | |
| Employee Related Cost | 2 991 248 | not applicable | not applicable |
| Repairs and Maintenance | 0 | not applicable | not applicable |
| Other | 42 095 325 | not applicable | not applicable |
| Total Operational Expenditure | 45 086 573 | not applicable | not applicable |
| Net Operational Expenditure | -42 450 969 | not applicable | not applicable |

6.5.1b Income Section - Operational Budget Allocation

| Details (Vote 0220) | 2017/18 | | |
|-------------------------------|-----------------|-----------------|--------------------|
| | Original Budget | Adjusted Budget | Variance to Budget |
| Total Operational Revenue | -357 237 870 | not applicable | not applicable |
| Expenditure: | | | |
| Employee Related Cost | 9 675 405 | not applicable | not applicable |
| Repairs and Maintenance | 70 615 | not applicable | not applicable |
| Other | 34 432 673 | not applicable | not applicable |
| Total Operational Expenditure | 44 178 693 | not applicable | not applicable |
| Net Operational Expenditure | -313,059,175 | not applicable | not applicable |

6.5.1e Expenditure Section - Operational Budget Allocation

| Details (Vote 0231) | 2017/18 | | |
|-------------------------------|-----------------|-----------------|--------------------|
| | Original Budget | Adjusted Budget | Variance to Budget |
| Total Operational Revenue | -1 700 000 | not applicable | not applicable |
| Expenditure: | | | |
| Employee Related Cost | 3 378 882 | not applicable | not applicable |
| Repairs and Maintenance | 0 | not applicable | not applicable |
| Other | 2 776 418 | not applicable | not applicable |
| Total Operational Expenditure | 6 155 300 | not applicable | not applicable |
| Net Operational Expenditure | -4 455 300 | not applicable | not applicable |

6.5.1g Supply Chain Management - Operational Budget Allocation

| Details (Vote 0203) | 2017/18 | | | | |
|-------------------------------|-----------------|-----------------|----------------|--------------------|--|
| | Original Budget | Adjusted Budget | Actual | Variance to Budget | |
| Total Operational Revenue | -119 604 | not applicable | not applicable | not applicable | |
| Expenditure: | | | | | |
| Employee Related Cost | 3 633 653 | not applicable | not applicable | not applicable | |
| Repairs and Maintenance | 0 | not applicable | not applicable | not applicable | |
| Other | 2 152 900 | not applicable | not applicable | not applicable | |
| Total Operational Expenditure | 5 786 553 | not applicable | not applicable | not applicable | |
| Total Net Expenditure | -5 666 949 | not applicable | not applicable | not applicable | |


6.5.1h Finance, Budget and Treasury - Contribution to Capital Expenditure

| Priority Area | Project Name | IDP Code | Vote Number | Project Outcome | Original Budget | Adjusted Budget | Start Date | End Date | Ward | Source of Funding | Project Number | Total Cost |
|-------------------------|---------------------|----------|-------------|-----------------|-----------------|-----------------|------------|------------|------|-------------------|----------------|------------|
| Budget and Treasury | None | - | - | - | - | - | - | - | - | - | - | - |
| Income Section | Equipment and Tools | - | 0220/6009 | - | 29 639 | n/a | 1/07/2017 | 30/06/2017 | n/a | Own | n/a | 29 639 |
| Expenditure Section | None | - | - | - | - | - | - | - | - | - | - | - |
| Supply Chain Management | None | - | - | - | - | - | - | - | - | - | - | - |

Sources : CALM IDP and Budget 2017/8
CALM Operational Budget 2017/18

Thus done and signed at Carolina on this 23rd day of June 2017.


MANDLA S DLAMINI
Accounting Officer
Chief Albert Luthuli Municipality


CDR DANIEL P NKOSI
Executive Mayor
Chief Albert Luthuli Municipality